

THE ROLE OF LEADERSHIP IN PROMOTING KNOWLEDGE
SHARING PRACTICE IN MATRICULATION PROGRAM
(MINISTRY OF EDUCATION MALAYSIA)

A dissertation submitted to the Faculty of Business Management in partial fulfillment
of the requirements for the degree of Master Science (Management)
Universiti Utara Malaysia

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ABSTRAK

Pengurusan pengetahuan telah muncul sebagai pengaruh utama dalam kelangsungan dan kelebihan bersaing bagi sesebuah organisasi. Pengurusan pengetahuan merujuk kepada kecekapan pengambilan, perkongsian dan penggunaan pengetahuan tersebut. Pemimpin dalam organisasi mulai sedar tentang idea kelangsungan jangka panjang sesebuah organisasi bergantung kepada keupayaan organisasi untuk menjana pengetahuan baru dan sentiasa belajar dari persekitaran. Kajian terdahulu mendapati bahawa peringkat yang paling kritikal dalam proses pengurusan pengetahuan ialah peringkat perkongsian pengetahuan. Terdapat dua faktor utama dalam penentuan kecekapan proses perkongsian pengetahuan iaitu faktor psikologi dan sosial namun kedua-dua faktor tersebut dipengaruhi oleh ketua dalam sesebuah organisasi itu. Penyelidikan ini dijalankan bertujuan untuk mengkaji pandangan kakitangan (pensyarah) terhadap ciri-ciri yang perlu ada pada ketua dalam menggalakkan amalan perkongsian pengetahuan di institusi pendidikan, terutamanya dalam Program Matrikulasi. Maklumat berhubung penyelidikan ini diperolehi melalui borang soal selidik daripada 214 pensyarah program matrikulasi seluruh Malaysia. Dapatan kajian menunjukkan bahawa terdapat perbezaan dalam kecenderungan untuk berkongsi pengetahuan berdasarkan pengalaman dan opsyen mengajar tetapi tidak berdasarkan faktor jantina. Pandangan pensyarah terhadap kemahiran kepimpinan lebih tertumpu kepada keupayaan pemimpin dalam membina kepercayaan interpersonal manakala ciri perkongsian visi dan model peranan menunjukkan hubungan yang positif dalam kecenderungan untuk berkongsi pengetahuan. Ini mungkin merupakan komponen utama dalam kemahiran kepimpinan ke arah menggalakkan amalan perkongsian pengetahuan di kalangan pensyarah khususnya dalam Program Matrikulasi dan insituti pendidikan amnya. Penyelidikan ini mencadangkan agar ketua iaitu semua pengarah kolej supaya sentiasa menggalakan dan terlibat secara langsung dalam setiap aktiviti yang melibatkan peningkatan pengetahuan, sentiasa peka dengan perkembangan pengetahuan terutamanya pengetahuan '*tacit*', membina ciri kepercayaan interpersonal, dan mengamalkan perkongsian visi yang jelas.

ABSTRACT

Knowledge management is emerging as one the leading influences on an organization's survival and competitive advantage. Knowledge management is concerned with the effective acquisition, sharing and utilization of knowledge. Corporate leaders are increasingly aware of the notion that an organization's long-term survival depends on its ability to generate new knowledge and continuously learn from the environment. In the knowledge management recent studies was found that the most crucial phase is a knowledge sharing process. There are two major factors in determining the effectiveness of knowledge sharing process that is psychological and social factor but this two factor has been identify was influence by the organization's leader. The study is therefore aimed to examine perceive of subordinates (lecturers) on the characteristic of leader's in promoting knowledge sharing practice in education institution as well as Matriculation Program. This information is gathered through mailed questionnaire on 214 lecturers in Matriculation Program throughout Malaysia. The finding indicates that intention to share knowledge shows significant differences based on experience and teaching option but not based on gender. The perceive of lecturers on leadership skills is more on leader's interpersonal trust but share vision and be a role model are positively correlated with the intention to share knowledge. This may be a key component in leadership skill that will influence the process of knowledge sharing practice among lecturers especially in Matriculation Program and education institution in general. This research was recommended that leader which is director of college, should encourage and involve in any activities that regard to knowledge improvement, more conscious with the explosion of knowledge development especially tacit knowledge, continually develop interpersonal trust and practicing the share vision visibly.

ACKNOWLEDGEMENT

I thank god all mighty for giving me the strength health and wisdom to complete this paper. Peace to be upon of Prophet Muhammad S.A.W. the messenger.

A grateful appreciation to Dr. Haji Abdullah bin Haji Abdul Ghani, a supervisor and my advisor for his enormous patience, immense support and constant guidance and for allowing me a freedom to be creative. The unstinting help and guidance provided me the will and vigor to realize this paper. I extremely thank for his idea and encouragement.

To my parents who push up with my mischief, I thank you for being patient and allowing me to explore and discover my self and my capability to think out of the box and encouraging me to be my own individual different and courage.

I also would like to take this opportunity to thank to all those involve in making this paper a reality. May god all mighty bless all of them here and here after.

My beloved Norizan and my children Nuramalina, Mohamad Asyraf, Nurul Aqilah, and a new baby, my heartfelt to all of you for your support and understanding.

Thank you, for all of you.

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CHAPTER 1

INTRODUCTION TO RESEARCH

1.0 Introduction

Education as a field where social relations are played out immediately raises concerns regarding the sources of power, which regulate the ways in which knowledge is introduced and managed. For that purposes, education institutions should be able to adapt with the rapid changes in knowledge explosion for the sustainable and recognize as a 'source of knowledge power'.

Knowledge that forms in the organizations is called Intellectual Capital (IC). The existent of IC are essentials to determine the successfulness and continuity of the organization in the competitive market. According to Stewart (1997), knowledge is repositories in three components that are human capital, structural capital and customer capital. In order to give a benefit and advantages to the organization, the knowledge that embedded in individual and organization structure has to be effectively and efficiently manage. In organization, managing knowledge is a crucial task and it's involving a systematic and dynamic process. According to Senge (1996), knowledge management (KM) process involved three phases that is acquiring, sharing

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